

## Message Text

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ACTION EUR-12

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-----087129 281214Z/11

R 270600Z APR 78  
FM AMEMBASSY SOFIA  
TO SECSTATE WASHDC 4478

C O N F I D E N T I A L SECTION 01 OF 05 SOFIA 0775

E.O. 11652: GDS  
TAGS: OGEN  
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)  
PROCESS

REF: A) STATE 063477; B) STATE 081345

BEGIN UNCLASSIFIED

1. FOLLOWING IS EMBASSY SOFIA'S RESPONSE TO REFTELS.

2. FORM ZBB-1:

- (1) TOTAL US PERSONNEL -14
- (2) TOTAL FSL -24
- (3) TOTAL PERSONNEL RESOURCES AT THE MISSION (CURRENT LEVEL) -38

A. PACKAGE I (MINIMUM LEVEL--90 PERCENT) REFLECTS A POSITION REDUCTION OF ONE AMERICAN AND TWO LOCALS.

B. PACKAGE II (INTERMEDIATE LEVEL --95 PERCENT) NOT REQUIRED AS OUR TOTAL COMPLEMENT IS LESS THAN 40.

C. PACKAGE III (CURRENT LEVEL -- 100 PERCENT) REFLECTS THE RESTORATION OF THE POSITIONS INDICATED FOR REDUCTION IN PACKAGE I.

3. FORM ZBB-2: PACKAGE WORKSHEET

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ZERO-BASE BUDGETING  
FY-1980  
PERSONNEL RESOURCE WORKSHEET  
FY-1978  
FUNCTION AMERICAN AMERICAN FSL  
OFFICERS STAFF  
EXEC 2 2 3

POL	1	1	1
ECON/COMM	2	-	1
CONS	3	&-	1
ADMIN	2	3	17
TOTAL THIS			
PACKAGE	8	6	24
CUMULATIVE			
TOTAL	8	6	24

PACKAGE I

EXEC	2	2	2
POL	1	-	1
ECON/COMM	2	-	1
CONS	1	-	2
ADMIN	2	3	16
TOTAL THIS			
PACKAGE	8	5	22
CUMULATIVE			
TOTAL	8	5	22

PACKAGE III

EXEC	-	-	1
POL	-	1	-
ECON/COMM	-	-	-
CONS	-	-	-
ADMIN	-	-	1

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TOTAL THIS

PACKAGE	-	1	2
CUMULATIVE			
TOTAL	8	6	24

#### 4. FORM ZBB-3

- (1) DECISION UNIT: BULGARIA
- (2) PACKAGE I
- (3) ACTIVITY DESCRIPTION

AT THIS MINIMUM "90 PERCENT" LEVEL, THE DEPARTMENT HAS  
INSTRUCTED US TO IDENTIFY FOR REDUCTION ONE AMERICAN AND TWO  
LOCAL POSITIONS. (THE SECOND OPTION, WHICH WE HAVE NOT CHOSEN,  
WAS TO RETAIN ALL AMERICAN POSITIONS AND REDUCE NINE LOCAL  
POSITIONS.)

WE HAVE SELECTED THE FOLLOWING POSITIONS:

SECRETARY TO POL/ECON SECTION, POSITION NO. 14-008,  
FSSO-7;  
CHAUFFEUR TO DCM, FSL-5;  
GENERAL SERVICE ASSISTANT, FSL-3.

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THE AMERICAN SECRETARY TO THE POL/ECON SECTION SPENDS 70 PERCENT OF HER TIME FUNCTIONING AS THE SOLE SECRETARY FOR THE THREE OFFICERS IN THE COMBINED POL/ECON SECTION, PERFORMING THE USUAL RANGE OF SECRETARIAL DUTIES INCLUDING TYPING, TAKING DICTATION, MAINTAINING FILES-- INCLUDING EXTENSIVE BIOGRAPHIC FILES, DISTRIBUTING MATERIALS, ARRANGING APPOINTMENTS, DUPLICATING, PROCURING SUPPLIES, ETC. SHE SPENDS 30 PERCENT OF HER TIME, OR ROUGHLY 12 HOURS PER WEEK, SERVING AS ASSISTANT TO THE COMMUNICATIONS RECORDS SUPERVISOR. IN THIS CAPACITY SHE PERFORMS A FULL RANGE OF COMMUNICATIONS FUNCTIONS; SENDS AND RECEIVES STATE PRIVACY TRAFFIC, PROCESSES AND DISTRIBUTES INCOMING AND OUTGOING CORRESPONDENCE INCLUDING TELEGRAMS, TELEX MESSAGES, AIRGRAMS, OM'S AND DIPLOMATIC NOTES, MAINTAINS CENTRAL RECORDS FILESOS MEETS DIPLOMATIC COURIERS. PREPARES AND DISPATCHES CLASSIFIED AND UNCLASSIFIED POUCHES AND DISTRIBUTES INCOMING SURFACE POUCHES, AND OPERATES THE TELEFACILITIES.

THE CHAUFFEUR TO THE DCM PERFORMS ALL NECESSARY LOCAL OFFICIAL TRANSPORTATION OF THE DCM AND HIS WIFE, MAINTAINS AND REPAIRS THE EMBASSY VEHICLE USED BY THE DCM, DELIVERS

DIPLOMATIC NOTES, INVITATIONS, THANK-YOU NOTES, PURCHASES  
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FOOD, FLOWERS, AND PERFORMS SUCH OTHER SERVICES AS MAY BE REQUIRED TO SUPPORT THE DCM'S REPRESENTATION FUNCTIONS.

THE GENERAL SERVICES ASSISTANT PREPARES VARIOUS DOCUMENTS PERTAINING TO PROCUREMENT OF SQKKFKRS AND INVENTORY CONTROL, PREPARES EMPLOYEE TIME SHEETS AND MOTOR-POOL REPORTS, MAINTAINS GENERAL SERVICE FILES, SERVES AS BILINGUAL SECREOHRY AND TRANSLATOR-INTERPRETER, ACTS AS SUBSTITUTE RECEPTIONIST AND SUBSTITUTE CONSULAR WORK.

(4) RESOURCE REQUIREMENTS

	FY-1978	FY-1979	FY-1980
	THIS	CUMU-	
	PKG. ONLY	LAZVVE	
US OFFICERS	8	8	8
US STAFF	6	6	\$ 5 5
FSL'S QVR	24	22	22

(5) IMPACT ON POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

L. OF THE THREE POSITIONS, BY FAR THE MOST DIFFICULT REDUCTION TO ABSORB AT THIS SMALL POST WOULD BE THAT OF THE AMERICAN SECRETARY TO THE POL/ECON SECTION. ALL OF HER FUNCTIONS WOULD HAVE TO BE DISTRIBUTED AMONG THE DCM'S SERETARY, AMBASSADOR'S SECRETARY, THE OFFICERS IN THE SECTION, THE LONE COMMUNICATOR, LOCAL EMPLOYEES, OR WOULD HAVE TO BE DROPPED. THE TYPING, DISTRIBUTION, DUPLICATION AND SUPPLY FUNCTIONS COULD BE HANDLED WITH SOME DIFFICULTY BY THE DCM'S AND AMBASSADOR'S SECRETARIES, BUT WITH UNDOUBTED BACKLOGS IN POLEC WORK. THE EMBASSY PHYSICAL STRUCTURE IS SUCH THAT IT WOULD BE DIFFICULT (AND UNDESIRABLE, IN ANY CASE) TO ALLOCATE THE INCUMBENT'S UNCLASSIFIED TYPING TO A BULGARIAN LOCAL EMPLOYEE, ALTHOUGH THAT COULD BE DONE TO SOME EXTENT,

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WITH SOME LOSS OF EFFICIENCY AND OFFICERS' TIME. BIOGRAPHIC FILLING WOULD HAVE TO BE DONE BY AN OFFICER--AN EXPENSIVE USE OF HIS TIME, AND THE EMBASSY'S BIOGRAPHIC COLLECTION PROGRAM WOULD SUFFER SERIOUSLY SINCE, GIVEN ITS IMPORTANCE, MOST OF IT WOULD NOT BE AT THE TOP OF AN OFFICER'S PRIORITIES. PRODUCTIVITY AND MORALE IN THIS KEY ADMINISTRATIVE SECTION OF THE EMBASSY WOULD SUFFER. IN THE COMMUNICATIONS AND RECORDS ARDGF ELIMINATION OF THE POL/ECON SECRETARIAL POSITION WOULD RESULT IN A CURTAILMENT IN MAINTAINING CENTRAL FILES AND RECORDS. A TDY COMMUNICATOR WOULD HAVE TO BE CALLED IN WHENEVER THE POST'S SINGLE COMMUNICATOR WENT ON LEAVE OR WAS ILL. THERE WOULD BE AN INCREASE IN OVERTIME PAY (ESTIMATED MINIMUM OF SIX HOURS PER WEEK) SO THAT THE SINGLE COMMUNICATOR COULD CONTINUE TO FUNCTION IN SOME SEMBLANCE OF ORDER.

WITHOUT A REGULAR CHAUFFEUR, THE DCM WOULD HAVE TO DRIVE AN EMBASSY CAR HIMSELF TO MANY FORMAL REPRESENTATIONAL FUNCTIONS AND FOR SOME LOCAL OFFICIAL TRIPS, THE DCM COULD USE ONE OF THE THREE EMBASSY MOTOR-POOL DRIVERS AS OTHER NEEDS PERMITTED. MISCELLANEOUS ERRANDS SUCH AS DELIVERY OF DIPLOMATIC NOTES, DCM'S INVITATIONS AND

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FBOE-00 SY-05 DODE-00 INR-10 /084 W

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R 270600Z APR 78

FM AMEMBASSY SOFIA

TO SECSTATE WASHDC 4480

C O N F I D E N T I A L SECTION 3 OF 5 SOFIA 0775

PERSONAL NOTES TO OTHER DIPLOMATS, ETC., WHICH CANNOT BE ENTRUSTED TO THE LOCAL MAIL IN BULGARIA, WOULD ALSO HAVE TO BE HANDLED BY THE POOL DRIVERS--NO DOUBT LESS RAPIDLY. THE LOSS OF A CHAUFFEUR WOULD MEAN THAT THE DCM'S REPRESENTATION ACTIVITIES WOULD BE CONDUCTED LESS SMOOTHLY AND EFFICIENTLY, BUT THIS COULD BE MANAGED WITHOUT LASTING ADVERSE IMPACT ON THE POST'S OBJECTIVES AND ESSENTIAL ACTIVITIES.

THE INCUMBENT IN THE GENERAL SERVICES ASSISTANT POSITION HAS BEEN ON MATERNITY LEAVE FOR THE PAST FOUR MONTHS, SO IN A SENSE THE POST HAS ALREADY FELT THE IMPACT OF WHAT THE ELIMINATION OF HER POSITION WOULD MEAN. HER NUMEROUS DUTIES HAVE BEEN ESSENTIALLY DIVIDED BETWEEN TWO OTHER LOCAL EMPLOYEES IN THE GENERAL SERVICES UNIT. THE RESULTS HAVE BEEN A LESSENING OF INVENTORY CONTROLS, LESS CONTROL OVER PROCUREMENT OF SUPPLIES, AND LESS FOLLOW-UP ON ORDERS. OTHER AREAS IN GSO HAVE SUFFERED, PRIMARILY REPLACEMENT PROGRAMS, VEHICLE CONTROLS AND FILES. WITH RESOURCES ALREADY STRETCHED THIN AND A BACK-LOG OF WORK, LOSS OF THIS POSITION WOULD HAVE A DOMINO EFFECT ON THE GSO UNIT, CAUSING A DROP OF EFFICIENCY IN THE UNIT AS A WHOLE. A PERMANENT REDUCTION OF THE GS ASSISTANT POSITION WOULD HAVE A VERY DEFINITE ADVERSE EFFECT ON THE ADMIN SECTION'S ABILITY TO COMPLY WITH

DEPARTMENT REGULATIONS, KEEP ITS RECORDS IN GOOD ORDER,  
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MEET ITS DEADLINES, AND CONTINUE TO PROVIDE TIMELY  
SERVICES.

5. (1) DECISION UNIT: BULGARIA

(2) PACKAGE III

(3) ACTIVITY DESCRIPTION:

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY  
WOULD BE CONTINUED IN SUPPORT OF THE AGREED MAJOR POLICY  
GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS

	FY-1978	FY-1979	FY-1980
THIS		CUMU-	
PKG. ONLY		LATIVE	

US OFFICERS 8 8 - 8  
US STAFF 6 6 1 6  
FSL'S 24 24 2 24

(5) IMPACT STATEMENT

AT THIS LEVEL WE EXPECT TO BE ABLE TO CONTINUE ALL  
CURRENT ACTIVITIES IN CARRYING OUT OUR MISSION. HOW-  
EVER, COMMERCIAL AVTIVITY AND THE NUMBER OF BUSINESS  
VISITORS PROMISE TO RISE, PROPER PERFORMANCE OF CONSULAR  
SERVICES, ESPECIALLY DIVIDED FAMILY CASES, WILL REQUIRE  
ADDITIONAL MAN-HOURS, AND WE EXPECT SOME INCREASE IN US  
OFFICIAL VISITORS AS OUR RELATIONS WITH BULGARIA MOVE  
FURTHER TOWARD NORMALIZATION. THE EMBASSY IS THIMLY  
BUT ADEQUATELY MANNED. ALTHOUGH WE DO NOT BELIEVE ARI  
INCREASES ARE NEEDED AT THIS TIME, WE DO NEED EVERY  
ONE OF OUR PRESENT POSITIONS.

6. STATE PROGRAMS: NON-SALARY FUNDING ANALYSIS

NON-SALARY FUNDING FOR FY 1978 AMOUNTS TO \$480,000  
OUT OF A BUDGET OF \$702,000. INCLUDED IN THE NON-SALARY  
PORTION ARE THE FOLLOWING ITEMS:

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COMMERCIAL LIBRARY: \$2,000--INCLUDES FUNDS FOR  
BOOKS AND REFERENCE MATERIALS.

REPRESENTATION: \$7,400.

OFFICE SPACE: \$126,464--INCLUDES RENTS \$91,571,  
UTILITIES \$7,000, MAINTENANCE AND REPAIR \$21,000, BUILD-  
ING REPAIR SUPPLIES \$6,444, CUSTODIAL ITEMS \$449.

RESIDENTIAL SPACE: \$205,736--INCLUDES RENTS  
\$123,107, UTILITIES \$8,600, ORE \$29,296, MAINTENANCE

AND REPAIR SERVICES \$240, CONTRACTUAL SERVICES \$21,579,  
MAINTENANCE AND REPAIR SUPPLIES \$6,989, FUEL \$671,  
CUSTODIAL SUPPLIES \$905, FBO FUNDS \$14,349.

EQUIPMENT: \$67,485--INCLUDES GENERATOR \$15,000,  
FOUR COMPLETE SETS OF FURNITURE FOR 2-BR APARTMENTS  
\$28,000, RUGS AND DRAPES \$5,400, AIR CONDITIONERS,  
CLEANERS, HEATERS \$4,750, KITCHEN EQUIPMENT \$3,000,  
TYPEWRITERS \$2,315, VISA MACHINES \$2,120, SAFES \$2,700,  
APPLIANCES \$2,700, OFFICE FURNITURE \$1,500.

ADMINISTRATIVE OPERATIONS: \$60,813--INCLUDES  
\$14,209 FOR COMMUNICATIONS, AUTO REPAIRS \$5,144,  
CONTRACTUAL SERVICES \$6,514, AUTO FUEL AND SUPPLIES \$17,447,

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FBOE-00 SY-05 DODE-00 INR-10 /084 W  
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R 270600Z APR 78  
FM AMEMBASSY SOFIA  
TO SECSTATE WASHDC 4481

C O N F I D E N T I A L SECTION 4 OF 5 SOFIA 0775

REFERENCE MATERIALS \$1,325, OFFICE SUPPLIES \$11,816,  
SOECUAK CLOTHING \$750, MISCELLANEOUS SUPPLIES \$3,608.

TRAVEL: \$10,675  
THE MAJOR PART OF OUR EXPENSES ARE RECURRING, SUCH  
AS RENTS, UTILITIES, AND ORE, AND THESE ITEMS REPRESENT  
\$260,000 OUT OF THE \$480,000. ITEMSSUCHAS COMMERCAL  
LIBRARYREPRESENTATION, CUSTODIAL ITEMS, M&R SERVICES,  
FUEL, CUSTODIAL SUPPLIES, AUTO REPAIR, CONTRACTUAL SER-  
VICES, REFERENCE MATERIALS, SPECIAL CLOTHING AND MISCEL-  
LANEOUS SUPPLIES AMOUNT TO ONLY \$29,000--A RELATIVELY  
SMALL PORTION OF THE BUDGET WHICH CANNOT EASILY BE REDUCED  
WITHOUT VIRTUALLY CEASING TO PERFORM THE SERVICE INVOLVED.

IF FORCED TO OPERATE AT ROUGHLY 90 PERCENT OF THE  
CURRENT BUDGET LEVEL, WE WOULD EXAMINE CLOSELY THE  
FOLLOWING AREAS FOR REDUCTIONS:

CONSIDER  
REDUCTION OF  
(1) BUILDING REPAIR/SUPPLIES \$6,444 (\$3,000)

(2) M & R (ANTI-TERRORISM)	21,000	(20,000)
(3) M & R SUPPLIES	6,989	( 4,000)
(4) EQUIPMENT	67,485	(37,800)
(5) COMMUNICATIONS	14,209	( 1,000)
(6) CONTRACTUAL SERVICES	6,514	( 1,200)
(7) OFFICE SUPPLIES	11,816	( 3,000)
		(\$70,000)

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THE MAJOR IMPACTS IN THE ABOVE REDUCTIONS WOULD BE IN ANTI-TERRORISM (2), EQUIPMENT (4) AND OFFICE SUPPLIES (7). REDUCTION IN THESE ALLOTMENTS WOULD REDUCE OUR FLEXIBILITY TO PROVIDE PROTECTIVE EQUIPMENT, LOWER OUR GOALS INSOFAR AS THE EQUIPMENT REPLACEMENT PROGRAM IS CONCERNED AND REDUCE THE AMOUNT OF OFFICE SUPPLIES AVAILABLE TO US. IN THE OTHER AREAS MENTIONED THE IMPACT WOULD NOT BE AS SIGNIFICANT AS THESE AREAS DEAL WITH MONEY INVOLVING ONE-TIME PROJECTS (SUCH AS THE NEW DCM APARTMENT) WHICH SHOULD NOT RECUR. THE FULL IMPACT OF THE REDUCTIONS WOULD NOT BE FELT IMMEDIATELY, BUT ONLY AFTER EXISTING STOCKS WERE DRAWN DOWN AND EQUIPMENT NOW IN THE PIPELINE ARRIVED AND WAS PUT TO USE. SIMILAR REDUCTIONS IN FUTURE YEARS WOULD MAKE A DEFINITE IMPACT AS SUPPLIES AND FURNITURE WERE REMOVED FROM OUR PIPELINE, FORCING US TO DRAW DOWN RESERVES WITHOUT APPROPRIATE REPLACEMENT ITEMS. BASICALLY THE RESULT WOULD BE SOME LOWERING IN THE EMBASSY'S STANDARD OF LIVING AND IN OUR SECURITY FLEXIBILITY.

#### 7. USICA ACTIVITIES AT POST.

THE MISSION GOALS AND OBJECTIVES ADDRESSED BY THE PRESS AND CULTURAL SECTION (USICA) ARE:

- (1) TO EXPLAIN US POLICY AND PROJECT AN IMAGE OF AMERICAN SOCIETY;
- (2) TO IMPLEMENT FULLY THE EXCHANGES AGREEMENT, PROGRAM OF EXCHANGES, AND OTHER BILATERAL AGREEMENTS; AND
- (3) TO BROADEN AWARENESS OF US CULTURAL, EDUCATIONAL, SCIENTIFIC, TECHNOLOGICAL AND OTHER ACHIEVEMENTS.

THE SECTION CONSISTS OF TWO AMERICANS (RAO AND SECRETARY-ADMIN ASST) AND THREE FSL'S.

THE FOLLOWING ACTIVITIES, LISTED FROM HIGHEST TO LOWEST IN PRIORITY, ARE CONDUCTED BY P&C IN SUPPORT OF CONFIDENTIAL

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#### MISSION GOALS AND OBJECTIVES:

- (1) EXIBITS: EMBASSY WINDOWS, ICA EXHIBITIONS,

SPECIAL EXHIBITS (E.G., BOOKS, TRAVELING).

(2) UNIVERSITY LECTURERS; HAVE ONE NOW EACH WAY,  
HOPE TO HAVE TWO DURING 78-79 ACADEMIC YEAR, AND SHOULD  
GRADUALLY INCREASE THE NUMBER.

EL INTERNATIONAL VISITORS (IV) PROGRAM: CURRENTLY  
SEVEN; SHOULD BE INCREASED GRADUALLY TO INCLUDE YOUNG  
POLITICAL LEADERS. SHORT, RELATIVELY INEXPENSIVE VISITS.

(4) INFORMATION: DISTRIBUTION OF PUBLICATIONS,  
INCLUDING "OUTREACH" PROGRAM (NOW TRYING NEW SYSTEM OF  
BRINGING JOURNAL ARTICLES RAPIDLY INTO THE HANDS OF  
USERS), QUARTERLY BULGARIAN-LANGUAGE MAGAZINE SPEKTUR,  
AND OTHER INFORMATION ABOUT US. WIRELESS FILE IS DIS-  
SEMINATED DAILY, BUT WE HAVE NO EVIDENCE OF USAGE.

(5) CULTURAL PRESENTATIONS: US CULTURAL PRESENTA-  
TIONS HAVE BEEN MINIMAL IN A COUNTRY WHICH RELATES  
CULTURE TO ANATION'S QUALITY AND WHOSE PEOPLE YEARN

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TO SECSTATE WASHDC 4482

C O N F I D E N T I A L SECTION 5 OF 5 SOFIA 0775

TO EXPERIENCE AMERICAN PERFORMING ARTISTS.

(6) RELIO, TV, MOTION PICTURES (INCLUDING VTR'S):  
POST'S RESOURCES ARE SELDOM USED.  
(7) LIBRARY: POST'S RESOURCES ARE REARELY USED.  
P&C TOTAL RESOURCES FOR ZBB PURPOSES IS \$285,000.  
IF FORCED TO MAKE A TEN PERCENT CUT (WHICH AMBASSADOR  
DOES NOT RECOMMEND), THE LEAST IMPORTANT ACTIVITIES ARE  
THE FOLLOWING:

(1) LIBRARY AND BOOK PROGRAMS \$11,000  
(2) RADIO, MOTION PICURES, TV 14,000  
(3) INFORMATIONPLACEMENT 3,500  
\$28,500

BASICALLY THIS WOULD ELVINATE THE LIBRARY AND  
RADIO, MOTION PICTURE AND TV PLACEMENT, WHILE REDUCING

INFORMATION ACTIVITIES. PERIODICALS AND PAMPHLETS AND  
THE PRESENTATION PROGRAM WOULD BE RETAINED.

END UNCLASSIFIED

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8. DOD ACTIVITIES AT POST.

THE DEFENSE ATTACHE OFFICE IN SOFIA IS SPECIFICALLY  
TASKED BY DOD DIRECTIVES TO PERFORM THREE PRIMARY  
MISSIONS:

- (1) TO COLLECT AND REPORT MILITARY AND POLITICAL-  
MILITARY INTELLIGENCE INFORMATION;
- (2) TO PERFORM REPRESENTATIONAL FUNCTIONS ON BEHALF  
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OF DOD AND THE UNIFORMED SERVICES; AND

(3) TO SERVE THE AMBASSADOR BY PROVIDING ARMED FORCES  
ATTACHES ON THE EMBASSY STAFF.

AMBASSADOR CONCURS IN THESE MISSIONS, WHICH RELATE  
CLOSELY TO OVERALL EMBASSY OBJECTIVES.

THE DAO IN SOFIA CONSISTS OF TWO OFFICERS (ARMY  
COLONEL, AIR FORCE LT. COLONEL), TWO ENLISTED PERSONNEL,  
AND TWO FSL CHAUFERS.

9. AMBASSADOR'S STATEMENT.

IN COMPARISON WITH OTHER SECTIONS OF THE MISSION  
(AND WITH MOST OTHER MILITARY ATTACHE OFFICES IN SOFIA),  
I CONSIDER THAT OUR DEFENSE ATTACHE OFFICE IS GENEROUSLY  
STAFFED. THIS IS NOT TO SAY THAT THE OFFICERS AND MEN  
ARE NOT PERFORMING EFFICIENTLY AND PRODUCING USEFUL WORK.  
ON THE CONTRARY. BUT AT PRESENT STAFFING, GIVEN LIMITED  
OPPORTUNITIES IN BULGARIA, A POINT OF DIMINISHING RETURNS  
HAS BEEN REACHED. IF I WERE FACED WITH THE NECESSITY  
TO REDUCE OVERALL EMBASSY PERSONNEL TO 90 PERCENT OF PRESENT  
LEVELS, AND BASING THIS JUDGEMENT ON THE TOTALITY OF US  
INTERESTS IN BULGARIA AS I UNDERSTAND THEM, I WOULD  
RECOMMEND THE REDUCTION OF ONE OFFICER, ONE LOCAL CHAUFFEUR,  
AND IF NECESSARY ONE ENLISTED MAN. THIS WOULD MEAN A  
SUBSTANTIAL REDUCTION IN THE DAO INTELLIGENCE COLLECTION  
EFFORT. I HAVE CAREFULLY REVIEWED THIS COLLECTION, AND  
HAVE READ ALL DAO REPORTS PRODUCED OVER THE PAST YEAR  
AND A HALF. IN MY JUDGMENT, DESPITE THE DILIGENT DAO  
EFFORT, THE NATURE OF THE COLLECTIBLE INFORMATION OF  
HIGH PRIORITY TO NATIONAL INTELLIGENCE IS SUCH THAT A  
REDUCTION IN THIS AREA COULD BE ACHIEVED WITH LESS  
DAMAGE TO OVERALL US INTERESTS, AND LESS EFFECT ON THE  
ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES AND  
ESSENTIAL ACTIVITIES, THAN WOULD BE THE CASE IF THE  
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SAME NUMBER OF PERSONNEL CUTS WERE MADE ELSEWHERE IN THE EMBASSY. THE OTHER FUNCTIONS OF REPRESENTATION AND SUPPORT TO ME WOULD NOT BE SIGNIFICANTLY IMPARIED, IN MY JUDGMENT.

IF A LESSER REDUCTION WSDE CONTEMPLATED, I WOULD RECOMMEND THAT DAO REDUCE ITS CHAUFFEURS FROM TWO TO ONE. THE ATTACHES COULD DRAW ON EMBASSY MOTOR-POOL RESOURCES FOR ADDITIONAL SUPPORT AS NEEDED BEYOND SHARING THE OF VEHICLE.

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## Message Attributes

**Automatic Decaptoning:** X  
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**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
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**Copy:** SINGLE  
**Draft Date:** 27 apr 1978  
**Decaption Date:** 01 jan 1960  
**Decaption Note:**  
**Disposition Action:** RELEASED  
**Disposition Approved on Date:**  
**Disposition Case Number:** n/a  
**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 20 Mar 2014  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
**Disposition Remarks:**  
**Document Number:** 1978SOFIA00775  
**Document Source:** CORE  
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**Drafter:** n/a  
**Enclosure:** n/a  
**Executive Order:** GS  
**Errors:** N/A  
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**Litigation Codes:**  
**Litigation History:**  
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**Message ID:** c603eeb5-c288-dd11-92da-001cc4696bcc  
**Office:** ACTION EUR  
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**Original Handling Restrictions:** n/a  
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**Review Content Flags:**  
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**Review Release Date:** n/a  
**Review Release Event:** n/a  
**Review Transfer Date:**  
**Review Withdrawn Fields:** n/a  
**SAS ID:** 3066755  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS  
**TAGS:** OGEN  
**To:** STATE  
**Type:** TE  
**vdkvgwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/c603eeb5-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Sheryl P. Walter  
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